Quality Analysis of Pasuruan Regency Employee Service Using Importance Performance Analysis (IPA) Method

Nizar Hanafi [1], Gatot Sudjono [2]

1((Student of Master Program of Management, STIE Malang Kucecwara, Indonesia)
2(Lecturer of Master Program of Management, STIE Malang Kucecwara, Indonesia)
Corresponding Author: Nizar Hanafi

ABSTRACT: *The key of successful staffing services is the ability of the organizers to be adaptive and responsive to face the problems, so that they are expected to be able to formulate appropriate strategies in improving the quality and quality of employment services. Improving the performance of the bureaucracy in the field of staffing services is expected to provide satisfaction and trust to the Stake Holder in personnel matters which in turn can promote a positive impact on improving the image of Institutions and Local Governments.*
This study aim is to determine the quality of employment services by measuring the gap between performance and importance with the Importance Performance Analysis (IPA) method in 5 service dimensions: tangible, reliability, responsiveness, assurance, and empathy. The sample of this research is 75 employees or officials who handle personnel affairs. The overall average performance level is 4.29 and the importance level is 4.40. The highest GAP in the empathy dimension is "officer care about employee problems" with a score of -0.24. The lowest GAP in the empathy dimension is " officer is easy to communicate with service users" with a score of +0.07. Negative Gap (Importance> Performance) is 14 attributes, Positive Gap (Importance <Performance) is only 1 attribute on the empathy dimension in the form of " officer is easy to communicate with service users".
The result of Importance Performance Analysis (IPA) service satisfaction can be known from 4 quadrant cartesian diagrams. They are the ease of communication, seriousness and willingness to assist in providing services, concern for employee problems, willingness to listen the complaints, suggestions and criticisms that are the first priority (quadrant I). The Regional Government must maintain achievements (quadrant II) in the form of providing services on time and minimizing errors, fast and responsive in providing services, officers are able and aware of staffing problems, providing polite and friendly-attitude, honesty in providing services and providing services for free. Attributes that are considered less important and have low priority (Quadrant III), having complete facilities (toilets, waiting rooms, IT equipment), buildings and rooms have cleanliness, neatness and good comfort, neatness of the staff, provision of services according to SOP. The results of this study we also obtained attributes that have more value even though in reality considered less important such as "able to provide a good explanation and easy to communicate with service users". Recommendations on 4 quadrants are used to improve the quality of employment services in Pasuruan Regency.
KEY WORD: *Service Quality, Gap, Importance Performance Analysis*

Date of Submission: 25-08-2018   Date of acceptance:08-09-2018

I. INTRODUCTION

The administration of governance has undergone a paradigm shift, that is from a basic concept that emphasizes regulating and governing mechanisms (rules and regulation) to a government that emphasizes collaboration and synergy in a Good Governance concept. The change in regional government system and related-system demand the development of sustainable governance management processes in line with the dynamics of awareness of improving service quality.

The Regional Personnel and Training Education Agency is an agency in the Regional Government that provides employment services to all ASNs in Pasuruan Regency. It is important that importance of employee management in providing maximum service to ASN, so the Regional Employment and Training Education Agency have to improve their performance. Employees are the main resource in an organization/institution, they are required to achieve organizational goals effectively and efficiently. The success of an organization/institution in achieving its goals depends on the performance of each employee. Its success comes from the process of carrying out work and the work of employees. Performance can be considered good if employees are able to provide maximum service in accordance with the main tasks and are able to provide satisfaction to service users. In the implementation of services, the Personnel Agency and Regional Training Education strive to provide the service as good as possible. Problems during Service are kept to be minimum. Discipline in providing services and infrastructure has begun to be improved.

The key of successful staffing services is the ability of the organizers to be adaptive and responsive to face the problems, so that they are expected to be able to formulate appropriate strategies in improving the quality and quality of employment services. Improving the performance of the bureaucracy in the field of staffing services is expected to provide satisfaction and trust to the Stake Holder in personnel matters which in turn can promote a positive impact on improving the image of Institutions and Local Governments.

In this study the author conducted an Analysis of the Quality of Civil Service in Pasuruan Regency by using the IMPORTANCE PERFORMANCE ANALYSIS (IPA) METHOD to analyze the quality of service and determine the priority of improvement in improving the quality of staffing services in Pasuruan Regency.

II. LITERATURE REVIEW

Service quality

The definition of service quality according to Lewis & Booms is a measure of how good the level of service provided is in accordance with customer expectations. Based on this definition, the quality of services can be realized through the fulfillment of customer needs and desires as well as the delivery accuracy to offset customer expectations. Thus, there are two main factors that affect the quality of services, namely services expected (expected service) and perceived / perceived services.

According to Kotler (2009), service quality starts from customer expectations or needs, and ends with customer perception. So that the quality of a service is highly dependent on customers who consume and enjoy the service.

According to Lisa Rusdiana Noer in (Parasuraman, et al, 1990), failure to deliver services can be caused by five gaps, the gap can be identified as follows:
1) *Knowledge Gap* (Gap 1)
   What customers want is not always understood by management in a company.
2) Standards Gap (Gap 2)
   Management is likely to be correct in understanding customer desires, but not in setting specific implementation standards.
3) Delivery Gap (Gap 3)
   Employees are generally not well trained or work beyond limits and are unable or unwilling to meet standards, or are faced with opposite standards.
4) Communication Gap (Gap 4)
   Promises made by the company, through advertising media are not in accordance with the quality of services provided.
5) Service Gap (Gap 5)
   Consumers measure in a different way a company's performance or can also be mistaken in perceiving about the quality of the service.

According to Parasuraman, Zethaml, and Berry, cited by Soetjipto (1997) among the five gaps above, the gap 5 is the most important.

Service Quality Dimensions

Parasuraman, Zeithaml, and Berry (1988) through a series of studies on various service industries, successfully identified 5 (five) key dimensions of service quality, namely:
1) *Tangibles,* is the appearance and performance of physical facilities, equipment, employees, and communication materials used in the service delivery process.
2) *Responsiveness*, is the willingness or desire of the service provider to immediately provide assistance services needed by the customer, informing when the service will be provided and providing the service quickly.
3) *Reliability,* is the ability of service providers to provide services accurately and accurately and deliver their services in accordance with the promised time, so that service users can trust and rely on them.
4) *Assurance,* is the understanding and attitude of politeness of employees associated with their ability to provide confidence to customers that the service provider is able to provide the best service. The assurance dimension includes several quality indicators that were identified previously, such as competence, decency, credibility, and security.
5) *Empathy,* is the level of attention or level of individual care that service providers can provide to service users. The emphaty dimension includes several quality indicators that were identified previously, such as access, communication, and the ability to understand customers.

Satisfaction

According to Khotler (2000: 36) definition of satisfaction is a person's feeling about pleasure or disappointing results from comparing the appearance of products that have been provided (results) in relation to

the expectations of the customer. Thus, customer satisfaction does not mean giving to what we think they want, but what they really want and when and how they want. Or the other hand is to meet customer needs.

According to Day (in Tjiptono, 2002) states customer satisfaction or dissatisfaction is the customer's response to the evaluation of discrepancies that are felt between previous expectations (other work norms) and the actual work perceived after use.

According to Gerson (2002) customer satisfaction is the customer's perception that expectations have been met or exceeded, if the customer hopes that the item will be in its function properly. Otherwise the customer will be disappointed. So the company must find a way to overcome the problem so that customers can be satisfied. Satisfied customers will do more and more business with a company, so that the company's profits will increase.

Irawan (2009) argues that satisfaction is a perception of a product or service that has met customer expectations. So if the perception of the customer is lower than the value of hope, then the customer will be not satisfied with the product or service provided. Conversely, if the customer's perception is the same or more than their expectation, the customer will be satisfied with the product or service.

Previous research

Lisa Rosdiana Noer (2016) with a study entitled "Analysis of Service Quality Improvement of ITS Surabaya Technology Management Masters Students with Servqual Method and Importance Performance Analysis (IPA)". The purpose of this research is to find out the quality of service for the Master students of Management Program which can be seen from the measurement of service quality dimensions, namely: tangible, reliability, responsiveness, assurance, and empathy. The results of the research are the dimensions of service quality in the ITS Surabaya Management Technology Master Program is completely still not able to provide service satisfaction to students. This can be seen from the results of the analysis which shows the Negative Performance and Reality (Hope <Reality). Of all the dimensions studied, Tangiable (Physical Facilities) in the form of "cool class room temperature" which shows the smallest GAP / gap value of 0.36 and Tangiable (Physical Facilities) in the form of "Wifi / Fast Internet Facilities" which shows the GAP / gap value the largest is 1.9.

Indira Alimsyah (2017) with a study entitled "Analysis of the Satisfaction Level of Civil Service Services in Gresik Regency Using Servqual Models". The aim to be achieved in this study is to analyze the level of satisfaction of staffing services that can be seen from the measurement of service quality dimensions, namely: tangible, reliability, responsiveness, assurance, and empathy. This study conducted a survey on the satisfaction of public services consisting of 2 (two) stages of public service surveys and 2 (two) types of surveys, namely Perception Survey and Expectation Survey. The result is a Perception Survey (1) and Perception (2), there is an increase of 1.0618. Likewise, the comparison between Expectation Survey (1) and Expectation (2), there is an increase of 0.4773. While the Paired Sample Test values are both valued = 0.000 <0.05 (significance of 5%), it can be concluded that there are significant differences between Perception (1) and (2), as well as Expectations (1) and (2).
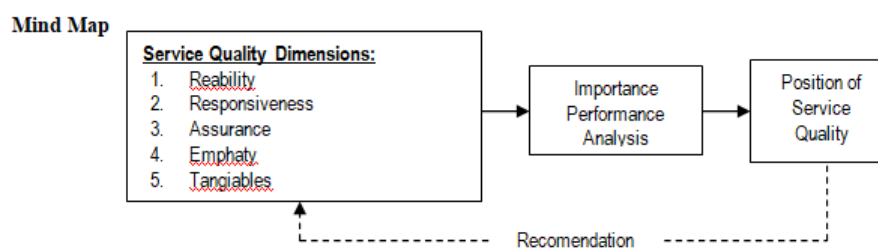

Figure 1: Mind map for the Science Method Analysis of Employee Services in Pasuruan Regency

III. RESEARCH METHOD

Research Approach

This study uses a quantitative approach with descriptive analysis. The variable in this study is the service quality of employees obtained from the difference between the expectation score and the reality score based on five quality dimensions according to Parasuraman et al.

Population and Sample

The population in this study were officers authorized to handle staffing in the Regional Government of Pasuruan Regency. Due to time, cost and labor limitations, this study uses sample research. According to Kartini Kartono (1990) there are no standard regulations to determine the size of the sample that must be taken from the population. Whereas according to Malhotra (1996), the number of samples to meet the minimum size for

analysis is 4 or 5 times the number of variables. In this study there were 15 variables, so the number of respondents was 75 people. Sampling is done by purposive sampling, which is a sample determination technique with certain considerations. Criteria for employees who are sampled are:

1. Employees / Officials who handle personnel affairs in each Regional Device Organization. Sampling of the people is assumed to have obtained employment services more than 5 times. Respondents can assess the quality of existing employment services.
2. The respondents' age is more than 20 years old, where the age is considered able to provide an objective assessment to respond to the questions in the research questionnaire properly.
3. The researcher does not distinguish male and female respondents

Variable Operational Definition

1. Tangibles, is the appearance and performance of physical facilities, equipment, employees, and communication materials used in the process of delivering employee services. Attributes included in the dimensions of the tangiables are:
   a. Having complete facilities such as toilets, waiting rooms and IT equipment can be used properly;
   b. The building and room have good cleanliness, neatness and comfort;
   c. Service providers have a neat appearance.
2. Responsiveness, is the willingness of officers to immediately provide service assistance needed by service users and provide services quickly. Attributes included in the Responsiveness dimension are:
   a. Speed / responsiveness of officers in providing services;
   b. Willingness to listen to complaints, suggestions and criticis from service users;
   c. Seriousness and willingness to help in providing services;
3. Reliability, is the ability of officers to provide staffing services accurately and deliver according to the promised time, so that service users can trust and rely on them. Attributes included in the Reliability dimension are:
   a. Ability to provide services on time and minimize errors;
   b. Ability to provide services in accordance with SOPs;
   c. Ability to provide good explanations to service users;
4. Assurance, is understanding, the attitude of politeness of officers is associated with their ability to provide trust and confidence to service users that are able to provide the best service possible. Attributes included in the Assurance dimension are:
   a. Having knowledge of the staffs' problems
   b. Polite and friendly attitude
   c. Providing honesty and services for free
5. Empathy, is the level of attention or level of individual care that can be given by officers to understand the desires of service users. Attributes included in the Empathy dimension are:
   a. Ease of communicating with officers;
   b. Officer's concern for employee problems;
   c. Ease in meeting administrative officers;

Variable Measurement

According to Cooper and Schindler (2008) as quoted by Jogiyanto (2008: 171-175), scaling is a procedure for giving numbers (or symbols) to a property of an object for the purpose of giving some characteristics of the numbers to the property that they asked. Determining the value of the perception of service users, a linkert scale is used to determine the level of excess or deficiency based on the attributes that are the comparison. Linkert scale relates to someone's statement about something (Umar, 2006). Researchers use the following things:

1. Strongly agree or Very Important   (SS/SP) score 5
2. Agree or Important   (S/P)   score 4
3. Slightly Agree or Quite Important   (CS/CP) score 3
4. Less Agree or Less Important   (KS/KP) score 2
5. Disagree or Not Important   (TS/TP) score 1

The effectiveness of service quality consisting of Tangibles, Responsiveness, Reliability, Assurance, and Empathy is measured by questionnaires prepared using Linkert Scale with five alternative answers regarding user agreement service (respondent) to the statement submitted.

Validity

This test is conducted to measure the level of validity of a questionnaire. Test the validity of the instrument using the following Pearson Product Moment correlation formula:

$$rxy = \frac{n(\sum XY) - (\sum X . \sum Y)}{\sqrt{[n(\sum X^2) - (\sum X)^2][n(\sum Y^2) - (\sum Y)^2]}}$$

Where:

r   = correlation coefficient

Σxy = Number of multiplication variables x and y

Σ x   = Number of variable values x

Σ y   = Number of variable values y

Σx^2 = The number of the power of the variable value x

Σy^2 = The number of the power of the variable value y

n   = Number of samples

Pearson Product Moment Testing using SPSS program - Pearson Bivariate correlation. The test used a two-sided test with a significance level of 0.05. The testing criteria are as follows:

a. If r count> r table (test 2 sides with sig. 0.05) then the instrument or question items have a significant correlation to the total score (declared valid).

b. If r count <r table (test 2 sides with sig. 0.05) or r count negative, then the instrument or question items do not correlate significantly to the total score (declared invalid).

Reliability

Reliability is something that instruments can be trusted enough to be used as a data collection because the instrument is good (Arikunto, 2002: 154). Instrument reliability test uses alpha α formula:

$$\alpha = \frac{k}{k-1}\left(1 - \frac{\sum S^2 j}{S^2 x}\right)$$

Where :

α   = alpha reliability coefficient

k   = number of items

Sj   = respondent's variance for item I

Sx = total variance total score

Reliability testing was carried out using the Cronbach Alpha Formula technique on SPSS. An instrument is said to be realistic if Cronbach Alpha is greater than 0.60 (Parasuraman et al. 1996: 37).

Gap Analysis

The importance of measuring the gap between the level of importance and the level of performance implementation is to find out which attributes must be increased or reduced even eliminated. Gaps are obtained from the difference between the performance with the importance, which is obtained from the average value of each variable. To find out the level of gap between each attribute from the level of importance and the level of performance implementation, the Importance-Performance Analysis (IPA) method is used to set the criteria in the assessment.

The Performance-Importance Analysis method of (Cronin and Tailor, 1992: 56) is formulated as follows:

> **Gap = Performance – Importance**

Where :

➢ **Performance < Importance :**
Showing service is not good and not satisfying;

➢ **Performance = Importance :**
Shows the service provided is mediocre but satisfying the customer;

➢ **Performance > Importance:**
Showing the service provided was very good and very satisfying

Importance Performance Analysis (IPA)

The Importance Performance Analysis (IPA) method is used to assess the performance and importance of service quality to the satisfaction of staff service users. There are two variables, X is the performance of the Civil Service that can give satisfaction to the service users. While Y is the importance or level of

importance/expectations of service users. To calculate the average score, the formula used is (Supranto, 2001: 241):

$$\overline{Xi} = \frac{\sum_{i=1}^{k} Xi}{n} \qquad \overline{Yi} = \frac{\sum_{i=1}^{k} Yi}{n}$$

Where:

$\overline{Xi}$ = The average weight of the i-attribute performance level

$\overline{Yi}$ = The average weight of the level of importance assessment of the - i attributes

n = Number of respondents

To describe the performance position and importance of each dimension in the framework of decision making, it is necessary to make a Cartesian diagram. Cartesian diagram is a building which is divided into 4 sections which are limited by 2 lines that intersect perpendicular to the points (,) which is the average score of the level of performance of all attributes and is the average of the average importance score of all attributes that affect customer satisfaction. The average level of importance and satisfaction for all attributes can be obtained by the formula:

$$\overline{\overline{Xi}} = \frac{\sum_{i=1}^{k} \overline{Xi}}{n} \qquad \overline{\overline{Yi}} = \frac{\sum_{i=1}^{k} \overline{Yi}}{n}$$

Where :

$\overline{\overline{Xi}}$ = The average weight of the - i attribute performance level

$\overline{\overline{Yi}}$ = The average weight of the - i attribute importance assessment level

n = Number of attributes

This value of $\overline{\overline{X}}$ intersects perpendicular to the horizontal axis, the axis that reflects attribute performance (X), while the value of $\overline{\overline{Y}}$ intersects perpendicular to the vertical axis, that is the axis that reflects the importance of the attribute (Y). After obtaining performance weights and attribute interests, then these values are plotted into the Cartesian diagram.

IV. RESEARCH RESULT AND DISCUSSION

Validity and Reliability Test Results

The results of the questionnaire validity test by using Pearson product moment for each performance instrument question can get the correlation value r calculation for attributes 1s / d 15 (0.652; 0.657; 0.641; 0.704; 0.763; 0.688; 0.730; 0.758; 0.694; 0.737; 0.779; 0.741 ; 0.778; 0.756; 0.697) is greater than r table of 0.227 it can be seen that these items are significantly correlated with the total score. So, it can be concluded that the performance instrument items are valid and can be used in research. Likewise for each importance question, the calculated r value for items 1s / 15 (0.664; 0.726; 0.670; 0.758; 0.830; 0.729; 0.793; 0.785; 0.815; 0.753; 0.820; 0.809; 0.861; 0.816; 0.829; greater than r table of 0.227 can be declared valid and can be used in research.

The results of the reliability test on the performance instrument obtained Cronbach Alpha value of 0.932 and the importance of getting the Cronbach Alpha value of 0.953 or greater than 0.6, the performance and importance coefficient is reliable.

Analysis of Survey Results Processing

The survey data is converted into ordinal data based on the linkert scale to determine the level of excess or deficiency based on the attributes that are the comparison. The results of the study stated that the highest level of importance in the responsiveness dimension was "serious officers and willing to assist in providing services" with a total value of 335 or an average of 4.47. While the lowest level of importance in the tangibles dimension is "the appearance of a neat service officer" with a total value of 318 or an average value of 4.24. Respondent's assessment for the highest level of performance results in empathy dimensions in the form of "easy to communicate officers" with a total value of 330 or an average of 4.40 while the lowest performance level in empathy dimensions in the form of "officers easily found by service users" with a total value of 314 or the average value of 4.19.

GAP Analysis

Table 1: Gap Analysis Performance and Importance

NO	VARIABLE	CUSTOMER SATISFACTION PERFORMANCE			
		PERFORMANCE	IMPORTANCE	GAP	PRIORITY
TANGIBLES					
1	The completenese of facilities (toilet, waiting room, IT equipment)	4,23	4,39	-0,16	4
2	The building and room have good cleanliness, neatness and comfort	4,21	4,29	-0,08	11
3	The appearance of a neat service officer	4,21	4,24	-0,03	14
RELIABILITY					
4	Officers provide services on time and minimize errors	4,35	4,45	-0,10	9
5	Officers provide services in accordance with SOPs	4,27	4,39	-0,12	6
6	Officers are able to provide good explanations to service users	4,33	4,39	-0,06	12
RESPONSIVENESS					
7	Officers are fast and responsive in providing services	4,32	4,43	-0,11	8
8	The officers have the willingness to listen to complaints, suggestions and critics from service users	4,29	4,44	-0,15	5
9	Officers are serious and willing to assist in providing services	4,28	4,47	-0,19	2
ASSURANCE					
10	Officers have the ability and knowledge of employment problems	4,32	4,44	-0,12	7
11	The clerk have a polite and friendly-attitude	4,39	4,44	-0,05	13
12	Officers have honesty in providing services and providing services for free	4,35	4,45	-0,10	10
EMPATHY					
13	Officers are easy to communicate with service users	4,40	4,33	0,07	15
14	Officers care about employee issues	4,24	4,41	-0,17	3
15	Officers are easily found by service users	4,19	4,43	-0,24	1
	Average	**4,29**	**4,40**	**-0,11**	

The table above shows the mean of the level of performance and the importance of 75 statements regarding the implementation of employment services. The average overall performance is 4.29 and the importance is 4.40. The highest gap in empathy dimensions is "officers care about employee problems" while the lowest is also found in empathy dimensions in the form of " officers are easy to communicate with service users". The maximum value is not too large at only 0.24. The order of the gaps from the most important is 15, 9, 14, 1, 8, 5, 10, 7, 4, 12, 2, 6, 11, 3, 13. There is a negative gap **(Performance < Importance)**, meaning, performance have not been able to meet the interests or can not satisfy such as attributes 15, 9, 14, 1, 8, 5, 10, 7, 4, 12, 2, 6, 11, 3. There is a positive gap **(Performance < Importance)** that is attribute 13 in the form of "officers are easy to communicate with service users" means that performance exceeds interests. Overall, 14 attributes have a negative gap and 1 attribute has a positive gap.

To determine the level of importance and satisfaction, an analysis of perception and expectations is used through the IPA (Importance Performance Analysis) method. The IPA method is a method that combines measurement of factors of importance and satisfaction in two-dimensional graphs. In Martilla & James (1977) research, the IPA graph is divided into four quadrants based on the measurement results of Importance Performance as shown below.
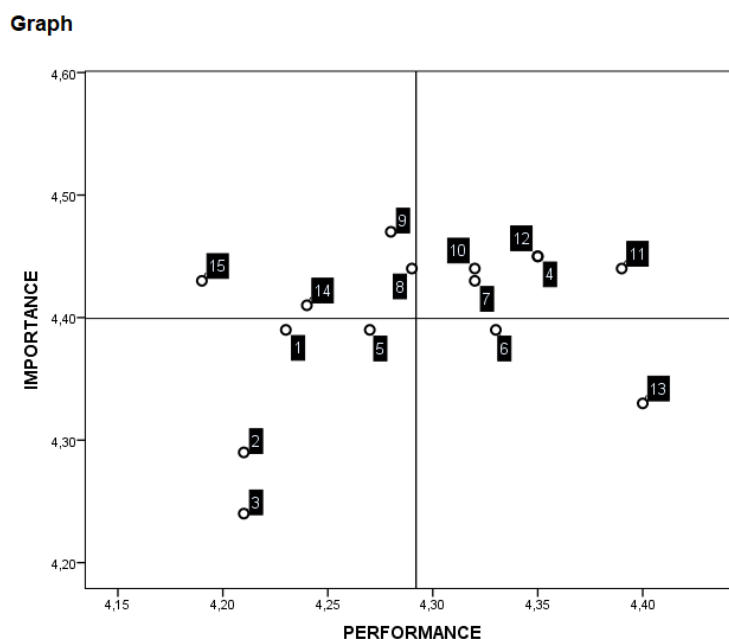
Graph

Figure 2. Quadrant Importance-Performance Analysis of Civil Service Services

The results of the analysis include four different suggestions based on importance and performance measures, which can then be used as a basis for setting recommendations. The following are the results of the Analysis of the IPA method on Employment Services in Pasuruan Regency in accordance with Figure 2:

1) Quadrant 1: Concentrate Here, shows that Service attributes are considered very important by Service Users, but do not have good quality.
   a. Easy to communicate with service users (15)
   b. Officers are serious and willing to assist in providing services (9)
   c. Officers care about employee issues (14)
   d. Officers have the willingness to listen to complaints, suggestions and critics from service users (8)
2) Quadrant 2: Keep Up The Good Work, indicates that Service attributes are considered important by Service Users as a basis for decisions with excellent service performance and quality. The attributes included in this quadrant are:
   a. Officers provide services on time and minimize errors (4);
   b. Officers are quick and responsive in providing services (7);
   c. Officers have the ability and knowledge of staffs' problems (10);
   d. The clerk have a polite and friendly attitude (11);
   e. Honesty in providing services and providing services for free (12).
3) Quadrant 3: Low Priority, shows that some of the attributes of the Service have decreased, because both the level of importance and service quality are lower than the average value.
   a. Have complete facilities (toilet, waiting room, IT equipment) (1);
   b. Buildings and rooms have good cleanliness, neatness and comfort (2);
   c. The appearance of neat service personnel (3);
   d. Officers provide services in accordance with SOP (5);
4) Quadrant 4: Possible Overkill, indicates that Service attributes are considered less important by Service Users, but have good quality.
   a. Officers are able to provide good explanations to service users (6);
   b. Officers are easy to communicate with service users (13);

V. CONCLUSIONS AND SUGGESTION

Conclusion
The results of the study can be summarized as follows:
1. Based on the results of the performance gap analysis in the Pasuruan Regency Personnel, it has not been able to meet expectations or has not been able to satisfy the dimensions of tangibles, reliability, responsiveness, assurance, empathy (has a negative gap). However, there is one attribute in the empathy dimension in the form of "easy to communicate with service users" it can satisfy the service user (has a positive gap).

2. Based on the results of the analysis of the IPA model the service attributes that need to be improved are the ease of communication, seriousness and willingness to help in providing services, concern for employee problems, willingness to listen to complaints, suggestions and criticisms which are the main priorities (quadrant I). The staffing department must be able to maintain achievements to deliver services on time and minimize errors, be quick and responsive in providing services, officers are able and aware of staffing problems, polite and friendly attitude, honest in providing services and providing services for free. Attributes that are considered less important and have low priority are dominated by variable tangibles such as having complete facilities (toilets, waiting rooms, IT equipment), buildings and rooms have good cleanliness, neatness and comfort, neatness of staff, provision of services according to SOPs. Attributes that have more value even though they are considered less important are able to provide good explanations to service users and are easy to communicate with service users

VI. SUGGESTION

From the results of data analysis and the results of these conclusions, it is recommended as follows:

1. To improve the satisfaction of staffing services in Pasuruan Regency, researchers proposed improvements in service quality in five service dimensions, they are tangibles, reliability, responsiveness, assurance, and empathy;

2. The strategy of improving the quality of staffing services refers to the 4 Cartesian quadrants, namely the attributes in quadrant 1 (Concentrate Here) by continuously improving so that the performance attributes in this quadrant will increase, quadrant 2 (Keeping Up The Good Work) means the attributes included in This quadrant must be maintained because all of these attributes make the product or service superior in the eyes of service users, quadrant 3 (low priority) means that an increase in the attributes included in this quadrant can be reconsidered because of its effect on the perceived benefits of the customer and quadrant 4 (Possible Overkill) means that the attributes in this quadrant can be reduced so that the company can save costs.

BIBLIOGRAPHY

[1]. Alimsyah, Indira. 2017. Analisis Tingkat Kepuasan Pelayanan Kepegawaian di Kabupaten Gresik Menggunakan Servqual Model. Surabaya : Tesis, MMT-ITS
[2]. Arikunto, Suharsimi. 2002. Metodologi Penelitian.. Jakarta : Penerbit PT. Rineka Cipta
[3]. Cronin, J.J dan Taylor, S.A. 1992. "Measuring Service Quality : A Reexaination and Extension". Journal of marketing. Vol.56 July, h.55-86
[4]. Irawan, H. 2009. 10 Prinsip Kepuasan Pelanggan, Cetakan ke-11. Jakarta: PT Elex Media Komputindo
[5]. Jogiyanto. 2008. Metodologi Penelitian Sistem Informasi. CV Andi Offset. Yogyakarta
[6]. Kartini Kartono. 1990. Psikologi Perkembangan Anak, Bandung : CV. Mandar Maju
[7]. Khotler, Philip. 2000. Manajemen Pemasaran : Analisis, Perencanaan, Implemntasi dan Kontrol, terjemahan : Hendra Teguh dan Ronny Antonius Rusly, Edisi 9, Jilid 1 dan 2. Jakarta : PT Prenhallindo.
[8]. Khotler, Philip. 2009. Manajemen Pemasaran. Jakarta : Erlangga
[9]. Lewis, R.C dan B.H.Booms. 1983. The Marketing Aspects of Service Quality, in Berry, L.L., G.Shocktack, and G.Upah (Eds), Emerging Perspectives in Service Marketing. Chicago : American Marketing Association.
[10]. Lisa Rosdiana Noer, "Analisis Peningkatan Kualitas Pelayanan Mahasiswa Magister Manajemen Teknologi ITS Surabaya dengan Metode Servqual dan Importance Performance Analysis (IPA)," Journal of Research and Technologies, Vol. 2 No. 1 Juni 2016.
[11]. Malhotra, N.K. 1996. Marketing Research an applied Orientation, Second Edition. Singapore : Pentice-Hall, inc
[12]. Martilla, John A. and James, John C. 1977. Importance-Performance Analysis. Chicago : American Marketing Association. Available at : URL//HYPERLINK; https://archive.ama.org/archive/ResourceLibrary/JournalofMarketing/Pages/1977/41/1/4997426.aspx
[13]. Parasuraman, Valarie A. Zeithaml, and Leonard L. Berry, "SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality" dalam Journal of Retailing Volume 64 Number 1 Spring 1988, pp.12-40
[14]. Richard, Gerson.2002. Mengukur Kepuasan Pelanggan. Jakarta : PPM
[15]. Tjiptono, Fandy.2002. Strategi Pemasaran, Edisi-2. Yogyakarta : ANDI